Description: Leading Organisational Change

<table>
<thead>
<tr>
<th>Subject</th>
<th>Cat-Nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
<th>Units</th>
<th>Campus</th>
</tr>
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<tbody>
<tr>
<td>MGT</td>
<td>3002</td>
<td>25347</td>
<td>2, 2003</td>
<td>ONC</td>
<td>1.00</td>
<td>TW MBA</td>
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Academic Group: FOBUS  
Academic Org: FOB003  
HECS Band: 2  
ASCED Code: 080307

STAFFING
Examiner: Ray Gordon  
Moderator: Ronel Erwee

PRE-REQUISITES
Pre-requisite: MGT1000

OTHER-REQUISITES
Prerequisites 51379+51004

SYNOPSIS
In this course students will get the opportunity to analyse and develop a better understanding and appreciation of the complex nature and importance of organisational change and the concomitant leadership challenges. They will investigate the forces that serve as change drivers and they explore various types of organisational change as well as different approaches to the management of change in organisations. A study is made of the planned approach to organisational change, as manifested also in organisational development. Students get to learn about the processes involved in managing and leading change, in particular from a planned change perspective. Various types of organisational change and development interventions are explored and students are exposed to the challenges related to choosing appropriate interventions, and designing and implementing these. Transformational or ‘second-order’ change is also covered and students are challenged to consider the need for organisations to be transformed in the context of an increasingly turbulent environment.

OBJECTIVES
On successful completion of this course students will be able to:
• analyse and show an understanding and appreciation of the context and complex nature of organisational change and the concomitant leadership challenges
• differentiate between different dimensions and types of organisations and approaches to change in organisations and debate the relative merits of each
• describe, explain and show how Organisation Development as a planned process of organisational change may unfold and how it should be managed and lead
• illustrate the ability to classify and critically describe various types of organisational change interventions
• analyse different organisational situations or scenarios that may require change, diagnose these and show the ability to select and apply appropriate organisational change interventions in order to improve individual, group and organisational level performance
• differentiate first order from second order organisational change, explain the nature of organisational transformation and critically assess the nature and potential value thereof in the context of current and future challenges and environmental trends.

TOPICS

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td>1. Understanding the nature of organisational change</td>
<td>30.00</td>
</tr>
<tr>
<td>2. The process of organisational change</td>
<td>25.00</td>
</tr>
<tr>
<td>3. Different organisational Change Interventions</td>
<td>35.00</td>
</tr>
<tr>
<td>4. Organisational Transformation</td>
<td>10.00</td>
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</table>

TEXT and MATERIALS required to be PURCHASED or ACCESSED:

Books can be ordered by fax or telephone. For costs and further details use the 'Book Search' facility at http://bookshop.usq.edu.au by entering the author or title of the text.

MGT3002 study package available from the USQ Bookshop.


(Pacific Rim edition)

REFERENCE MATERIALS

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.


STUDENT WORKLOAD REQUIREMENTS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
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<tbody>
<tr>
<td>Assessment</td>
<td>50</td>
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<tr>
<td>Lectures</td>
<td>25</td>
</tr>
<tr>
<td>Private Study</td>
<td>65</td>
</tr>
<tr>
<td>Tutorial</td>
<td>25</td>
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ASSESSMENT DETAILS

<table>
<thead>
<tr>
<th>Description</th>
<th>Marks Out of</th>
<th>Wtg(%)</th>
<th>Required</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>ASSIGNMENT A</td>
<td>30.00</td>
<td>30.00</td>
<td>Y</td>
<td>18 Aug 2003</td>
</tr>
<tr>
<td>ASSIGNMENT B</td>
<td>30.00</td>
<td>30.00</td>
<td>Y</td>
<td>06 Oct 2003</td>
</tr>
<tr>
<td>EXAM PART A (MULTIPLE CHOICE)</td>
<td>20.00</td>
<td>8.00</td>
<td>Y</td>
<td>END S2 (see note )</td>
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<tr>
<td>EXAM PART B (WRITTEN)</td>
<td>80.00</td>
<td>32.00</td>
<td>Y</td>
<td>END S2</td>
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NOTES:

The examination is scheduled to be held in the end-of-semester examination period. Students will be advised of the official examination date for Exam (Parts A and B) after the timetable has been finalised. The total working time for Exam (Parts A and B) is 2 hours.

IMPORTANT ASSESSMENT INFORMATION

1. Attendance requirements:
   It is the students' responsibility to attend and participate appropriately in all activities (such as lectures, tutorials, laboratories and practical work) scheduled for them, and to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration. If you are an International student in Australia it is a requirement of your student visa that you attend all classes at your campus.

2. Requirements for students to complete each assessment item satisfactorily:
   To complete each of the assessment items satisfactorily, students must obtain at least 50% of the marks available for each assessment item.
3 Penalties for late submission of required work:
If students submit assignments after the due date without prior approval then a
penalty of 20% of the total marks gained by the student for the assignment will
apply for each working day late.

4 Requirements for student to be awarded a passing grade in the course:
To be assured of receiving a passing grade a student must submit all of the
summative assessment items and achieve at least 50% of the available weighted
marks for those items.

5 Method used to combine assessment results to attain final grade:
The final grades for students will be assigned on the basis of the weighted aggregate
of the marks obtained for each of the summative assessment items in the course.

6 Examination information:
This is a closed examination. Students are allowed to bring only writing and drawing
instruments into the examination.

7 Examination period when Deferred/Supplementary examinations will be held:
Any Deferred or Supplementary examinations for this course will be held during
the next examination period.

8 University Regulations:
Students should read USQ Regulations 5.1 Definitions, 5.6 Assessment, and 5.10
Academic Misconduct for further information and to avoid actions which might
contravene University Regulations. These regulations can be found at the URL:
http://www.usq.edu.au/SECAR/ calendar/Part5/ or in the printed version of the
current USQ Handbook. Students should also read The Guide to Policies and
Procedures of the Faculty which can be found at the URL:
http://www.usq.edu.au/handbook/2003/title663.html or in the printed version of
the current USQ Handbook.

ASSESSMENT NOTES

1 Assignments: (i) The due date for an assignment is the date by which a student
must despatch the assignment to the USQ. The onus is on the student to provide
proof of the despatch date, if requested by the Examiner. (ii) Students must retain
a copy of each item submitted for assessment. This must be produced within 24
hours if required by the Examiner. (iii) The Examiner may grant an extension of
the due date of an assignment in extenuating circumstances. Students must apply
for an extension before the due date. Such applications should be in writing and
include supporting documentary evidence. The authority for granting extensions
rests with the relevant Examiner. (iv) The Examiner will normally only accept
assessments that have been written, typed or printed on paper-based media. (v)
The Examiner will not accept submission of assignments by facsimile. (vi) In the
event that a due date for an assignment falls on a local public holiday in their area,
such as a Show holiday, the due date for the assignment will be the next day.
Students are to note on the assignment cover the date of the public holiday for the
Examiner's convenience.

2 Course Weightings: Course weightings of topics should not be interpreted as
applying to the number of marks allocated to questions testing those topics in an
examination paper. The examination may test material already tested in assignments.